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| **Chapter Name**  | Puerto Rico Chapter |
| **Chapter Number (ex. CH0000)**  | CH2146 |
| **Chapter Location (City, State)**  | San Juan, PR |
| **Chapter Membership Size**  | Small (Less than 100) |
| **Contact Person for this Submission:**  | Noemi Martinez |
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| **Phone Number:**  | (939) - 640 - 1671 |
| **Chapter Board Position:**  | President |
| **Chapter Website URL:**  | [http://atdpr.org](http://enotification.td.org/track/click/30530608/atdpr.org?p=eyJzIjoiSmtwb2MwRUdTeTNrRXhEV3VKVmhuQVozbnhzIiwidiI6MSwicCI6IntcInVcIjozMDUzMDYwOCxcInZcIjoxLFwidXJsXCI6XCJodHRwOlxcXC9cXFwvYXRkcHIub3JnXCIsXCJpZFwiOlwiYzU0ZjdiNzJkMjE0NDA1ZWIyNzQyZTdiYzM2NjA2NjZcIixcInVybF9pZHNcIjpbXCI1ZWRhYzBmN2U4N2NmNzU0YzBhMDk5MTczMWY2YzM3OTdkMWYxMzQ0XCJdfSJ9) |
| **Submission Title:**  | Establishing an Operational Budget |
| **Submission Description:**  | Why and How to establish an operational budget that will help in the process of setting realistic program goals. A budget is also a monitoring tool to avoid unexpected financial crises.  |
| **Need(s) Addressed? Please be specific.**  | A budget was established in order to adequately plan to cover all expenses for the year and reach the program goals. It also was established as a tool to identify realistically what resources would be required and available. The budget also helped identify all recurrent annual expenses and incidental expenses specific to the current year. |
| **What is your chapter's mission?**  | Serve Human Resources Training and Talent Development professionals, through innovative means that facilitate the acquisition of knowledge and skills for the Puerto Rican workforce in its endeavor of achieving world class competitiveness. Be a resource to the business community, and an option for the professional development of its members, through the exchange of ideas and cutting edge methodologies. |
| **How does this effort align with your chapter's mission (Please provide specific examples)?**  | In order to act in line with our mission and provide the best development programs and events possible, knowledge of what financial resources are available at any time during the year, is necessary.  |
| **National ATD's mission is to "empower professionals to develop talent in the workplace". How does this submission align with ATD's mission? Please provide specific examples.**  | Providing learning experiences and opportunities that empower local professionals to develop their talent in their workplace, requires a Board focused on developing better programs. Uncertainty of what resources are really available and fear that the chapter will not be able face its commitments and responsibilities is a hindrance and erodes the focus and energy of the Board. |
| **Target Audience: (Who will benefit/has benefited from this effort?)**  | Initially the members of the Board received the benefit in a tool that would help them make realistic plans and program goals. With the relief of better knowledge of what financial resources are available during the year, energy and focus is placed on creating better programs. Plans can be proactive vs reactive. Establishing a balanced budget and monitoring finances with this tool, is part of adequate governance identifying the local chapter as a fiduciary responsible association. This maintains the organization's reputation both locally and at the national level. |
| **Costs/Resources Used: (include any details regarding use of resources including monetary, donations, contributions, volunteer hours, people resources, etc. and how you went about getting these resources)**  | The budget was established using an Excel worksheet, with the tools and resources available to the existing Board. Knowledge and insights from the Board were combined to set the structure of the original budget document. Subsequently close monitoring of the tool and the information it provided, identified changes required and improvements. No additional financial resources or external consultants were required.  |
| **How did you implement: (please give a brief description)**  | Data was collected using previous financial reports and internal knowledge of recurrent expenses and financial resources.Example of tools used by Board members in their workplace and previous experience were compared and selected based on simplicity and low or zero cost.Automated formulas were established and proven to ensure continued reliability.Projected balances, calculated balances to date and real balances in all accounts were compared several times during the year.The tool was used to set the budget, monitor the expenses realized and future expenses required during the year.  |
| **What were the Outcomes: (Please include hard data regarding financial gains, membership increases, target audience satisfaction levels, publicity for the chapter or for the profession, etc.)**  | In addition to demonstrating fiscal transparency the Board felt in control and was able to focus efforts and energy in setting adequate program goals.The tool permitted financial risk analysis during the year, conscientious decision making and adjustment of plans. Opportunities for posible future savings were identified and acted upon with total understanding of consequences and impact on finances.Financial surprises were controlled and eventually eliminated.  |
| **Lessons Learned: (hints and tips for other chapters who may be considering a similar effort)**  | Without an adequate budget and tool to monitor income and expenses uncertainties erode confidence and adds distractions to the work of the Board. Being abe to perform solid financial risk analysis during the year, making conscientious decision and adjustment of plans based on financial reality added confidence to the Board. This tool is considered a first step with the understanding that as new members join the Board additional skills and knowledge will help the tool evolve or even be substituted by other tools or applications.  |
| **Please list the specific ATD chapter resources that helped guide you in the process of completing this best practice (e.g. people, documents, policies, by-laws, etc.):**  | Local ATD Chapter and Board members were involved providing information and feedback as the tool was developed and proven.The final selection of what tool to use was based on simplicity and easy management by current or future Board members. |
| **How did you become familiar with the Sharing Our Success (SOS) program?**  | Saw or heard of SOS from another Chapter Leader |
| **Would you be willing to present on this submission at the ATD Chapter Leaders Conference (ALC)? \*Request for Proposals (RFPs) open in May of each year at** [**td.org/alc**](http://enotification.td.org/track/click/30530608/td.org?p=eyJzIjoiYzBoZGRoTVQ4dTRuLWJnVnd6TTl5V05aZFU0IiwidiI6MSwicCI6IntcInVcIjozMDUzMDYwOCxcInZcIjoxLFwidXJsXCI6XCJodHRwOlxcXC9cXFwvdGQub3JnXFxcL2FsY1wiLFwiaWRcIjpcImM1NGY3YjcyZDIxNDQwNWViMjc0MmU3YmMzNjYwNjY2XCIsXCJ1cmxfaWRzXCI6W1wiNTYzOWQ5MmYyNjI4ZmQ3YjQ3YmRjNDRhNzYxY2IwMDliZWVkYzA3ZVwiXX0ifQ)**. Selected session facilitators receive complimentary registration.**  | Yes |